

# City of Cincinnati



## Stakeholder Engagement and Strategic Priorities

April 2012



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## Cincinnati Priority-Driven Budgeting Stakeholder Engagement

A primary goal of the Cincinnati Priority-Driven Budgeting process is to engage a large and diverse segment of the community in an effort to articulate the strategic priorities for the City of Cincinnati. To that end, the consultants working for the City of Cincinnati (*The Novak Consulting Group and the Center for Priority Based Budgeting*) employed multiple communications, recruitment, and facilitation approaches to engage a broad segment of City's stakeholders in the process.

In March, the City began its Priority-Driven Budgeting process with a meeting of the City's organizational leadership. A summary of that meeting is included as Appendix A. In order to solicit broad input on the fundamental strategic priorities of Cincinnati City Government, The Novak Consulting Group facilitated a series of community meetings and focus group sessions throughout the greater Cincinnati area from April 9<sup>th</sup> through April 18<sup>th</sup>. These meetings included focus groups with targeted populations, as well as open to the public sessions. In preparation for these meetings, the consultants reviewed previous planning documents, including Plan Cincinnati's Initiative Areas, the Green Cincinnati Plan, and other background information.

Focus group sessions were held with the following targeted populations:

- City Board and Commission members
- Community Council leaders
- Large employers
- SME/MBE
- Socially disadvantaged
- United Way service recipients
- Health Clinic patients
- Senior Citizens

Open to the public meetings were held at various locations throughout the City, including:

- Main Library (Downtown)
- Pleasant Ridge Recreation Center
- Hartwell Recreation Center
- Dunham Recreation Center (West Price Hill)
- Avondale Library
- College Hill Recreation Center

As a result of this effort, 241 people attended the sessions outlined above. Of that amount, 102 people attended the focus groups, and 139 people attended the open public meetings. The complete recordings of this outreach effort are included as Appendix B to this document. The results of those meetings were used to develop the strategic priorities that will drive the City's Priority-Driven Budgeting process.

## Strategic Priorities

Based on the information gleaned during the public engagement portion of this process, seven strategic priorities have been identified for the City of Cincinnati. These are the critical areas the community indicated they rely on City Government to provide.

### 1. Inclusive, Thriving, and Livable Community

Cincinnati is a community comprised of **healthy, attractive, and livable neighborhoods** that **embrace our diversity** and offer a **variety of housing options** for all ages and income levels. The City **cares for our most vulnerable populations** by ensuring health, welfare, and social services are provided **equitably** across the community. The City provides **quality parks** and a variety of **recreational opportunities** and **cultural amenities** that contribute to a high quality of life.

### 2. Well Planned and Developed Infrastructure

Cincinnati provides for **timely maintenance, repair, and replacement of our physical assets**. Adequate planning, funding, and **construction oversight** is provided to ensure our infrastructure remains **safe and accessible**. Affordable and reliable **multi-modal transportation** is planned for and promoted, and density is encouraged near transportation hubs.

### 3. Safe Community

Cincinnati recognizes that creating a safe community requires a **holistic approach to crime prevention**. In addition to maintaining **professional and responsible public safety** services, the City provides opportunities for **positive youth development, enforcement of chronic nuisance ordinances, neighborhood preservation**, and well-maintained infrastructure.

### 4. Sustainable Built and Natural Environment

Cincinnati has developed a reputation for **high environmental standards** by implementing and encouraging **sustainable practices** and exploring new **green technology**. Our **historical assets are properly maintained**, and a **proactive code enforcement** program ensures our residents live in safe and healthy buildings. Education and opportunities for **citizen and business participation** in environmentally sensitive initiatives is provided. The City aggressively **maintains its active and passive open spaces** and **leverages its natural assets** to beautify the City.

## 5. Commerce and Jobs

Cincinnati maintains an ***attractive and thriving environment for businesses of all sizes***. The City invests in programs, incentives, and technology that support economic development and ***business retention***. ***Small businesses are fostered***, including those that directly support the basic needs of neighborhoods. The City is a leader in ***regional development opportunities***, particularly those that result in ***job creation*** and encourage more individuals to locate and stay in our City. ***Transportation networks*** help Cincinnati residents get to their places of employment.

## 6. Leadership and Financial Stewardship

Cincinnati's leaders model ***civility, cooperation, and open-mindedness*** in seeking ***long term financial solutions*** that benefit the community. Our leaders instill ***trust***, demonstrate ***accountability***, and exercise ***stewardship*** as they deliberate with ***transparency***, ensuring that all residents have ***equal access to information*** about their City government. The City ***supports our public education system*** and ***works collaboratively with other elected officials*** from all government sectors throughout the region to identify long-term regional solutions. They actively engage with the community and recognize the value of ***citizen input and interaction***. The City ***fosters and supports aspiring leaders*** throughout the community.

## 7. Efficient and Effective Basic Services

Cincinnati ensures the delivery of ***high quality basic services*** by maintaining an ***effective, efficient and well-trained workforce***, regularly ***investing in technology, equipment*** and other resources, and ***communicating with residents and businesses regularly*** to understand how responsiveness may be enhanced to meet the needs of the community. The City makes decisions to increase its operational efficiency and reduce redundancies based on ***data and proven results***. This includes ***regularly reporting on performance indicators*** and pursuing ***alternatives methods of service delivery*** when they are in the community's best interest.

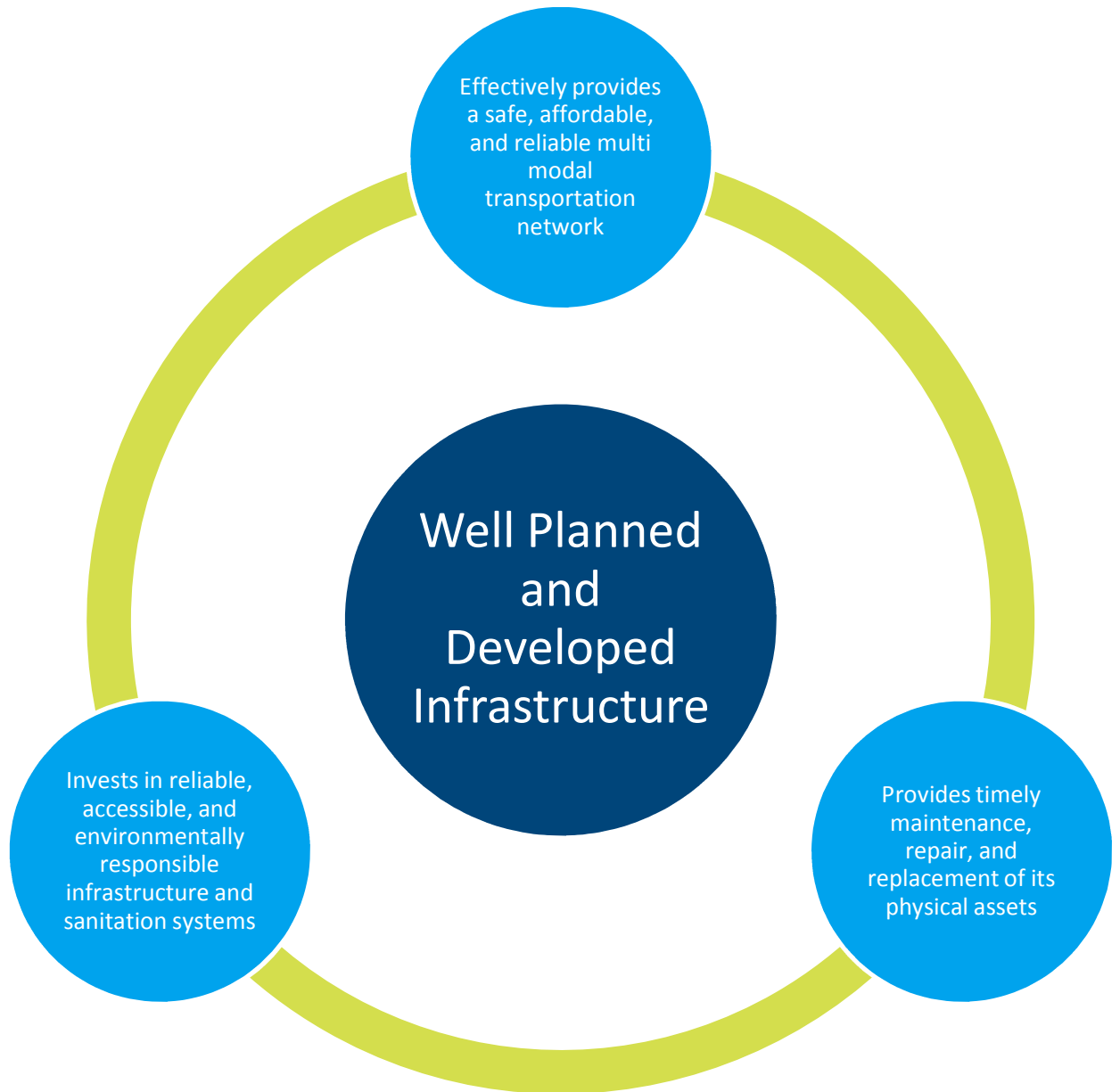
## Strategy Maps

The Strategy Maps are designed to demonstrate the strategies the City can use to achieve each of the seven strategic priorities developed through community input.

## 1. Inclusive, Thriving, and Livable Community



## 2. Well Planned and Developed Infrastructure



### 3. Safe Community





#### 4. Sustainable Built and Natural Environment



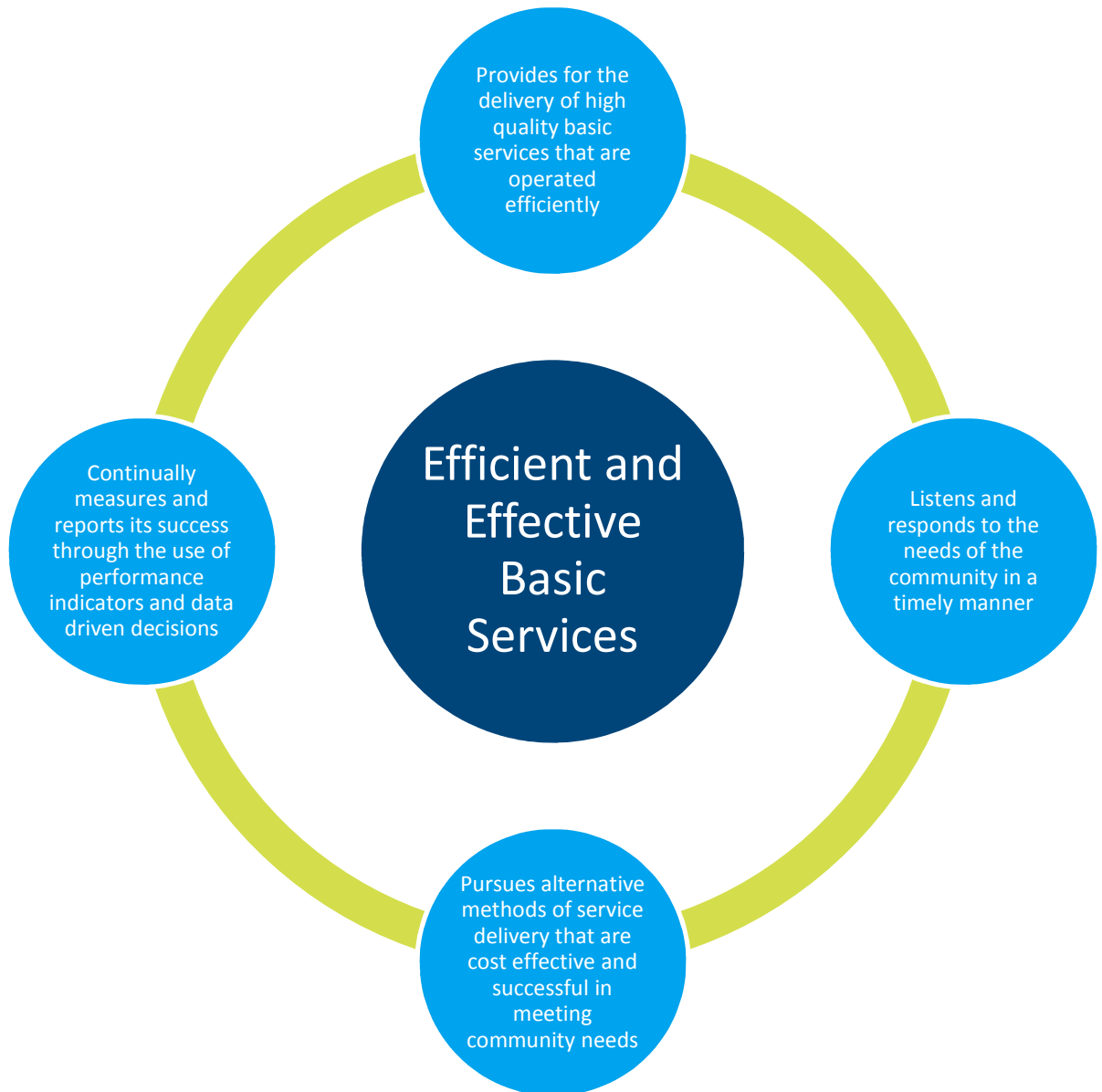
## 5. Commerce and Jobs



## 6. Leadership and Financial Stewardship



## 7. Efficient and Effective Basic Services



## **Meeting Participant Demographics**

During the meetings, participants were asked to complete questionnaires documenting key demographic information. The data from those questionnaires has been aggregated and analyzed against U.S. Census data to determine whether the distribution of participants was representative of the City at large. The results of that analysis indicate that the process has engaged a broad and diverse segment of City residents and stakeholders representing multiple ages, races, income levels, and backgrounds.

### **Distribution of Males and Females**

According to the 2010 Census, the population of the City of Cincinnati is approximately 52% female and 48% male. Of the community meeting participants, approximately 59% were female and 41% were male. Though females were represented in meetings to a greater degree than in the population at large, the discrepancy is small, and the data indicates broad participation from both males and females.

### **Age Distribution**

The 2010 Census indicates that approximately 26.2% of Cincinnati residents are below the age of 20; 45.4% are between 20 and 44 years old; 24.1% are between 45 and 64 years old; and approximately 10% are 65 or older. The demographic profile of community meeting participants indicates that approximately 69% of participants were between 21 and 64 years old. 2010 U.S. Census data indicates that approximately 69.5% of the Cincinnati population falls within that range.

There were few people under the age of 20 who participated in the public meeting process; however, there was high participation from those 65 and older (29.5% of total participants). Overall, the profile of participants indicates a reasonable representation of age ranges in the community engagement process.

### **Race and Ethnicity**

The 2010 U.S. Census indicates that Cincinnati is primarily comprised of African American and White residents, representing 44.8% and 49.3% of the population, respectively. Of the community meeting participants who reported, 90 (39.3%) were African American and 130 (56.8%) were White. An additional six respondents were identified as either multi-racial or "other." While this demographic profile is not fully representative of the population at large, it does indicate broad participation from the two largest racial segments in the City.

The 2010 U.S. Census also indicates that approximately 2.8% of Cincinnati residents are of Hispanic or Latino ethnicity. Approximately 3.7% of community engagement process participants identified as having Hispanic or Latino ethnicity. Again, this data suggests that the community meeting process engaged a broad segment of the community.

### **Housing Characteristics**

Census data indicates that 61% of housing units in Cincinnati are renter occupied, and 39% are owner occupied. Of the community meeting participants who reported, 72.6% own their own home, and 25.7% rent their home. While this is not representative of the population at large, it does indicate a broader trend in community participation.

### **Household Income**

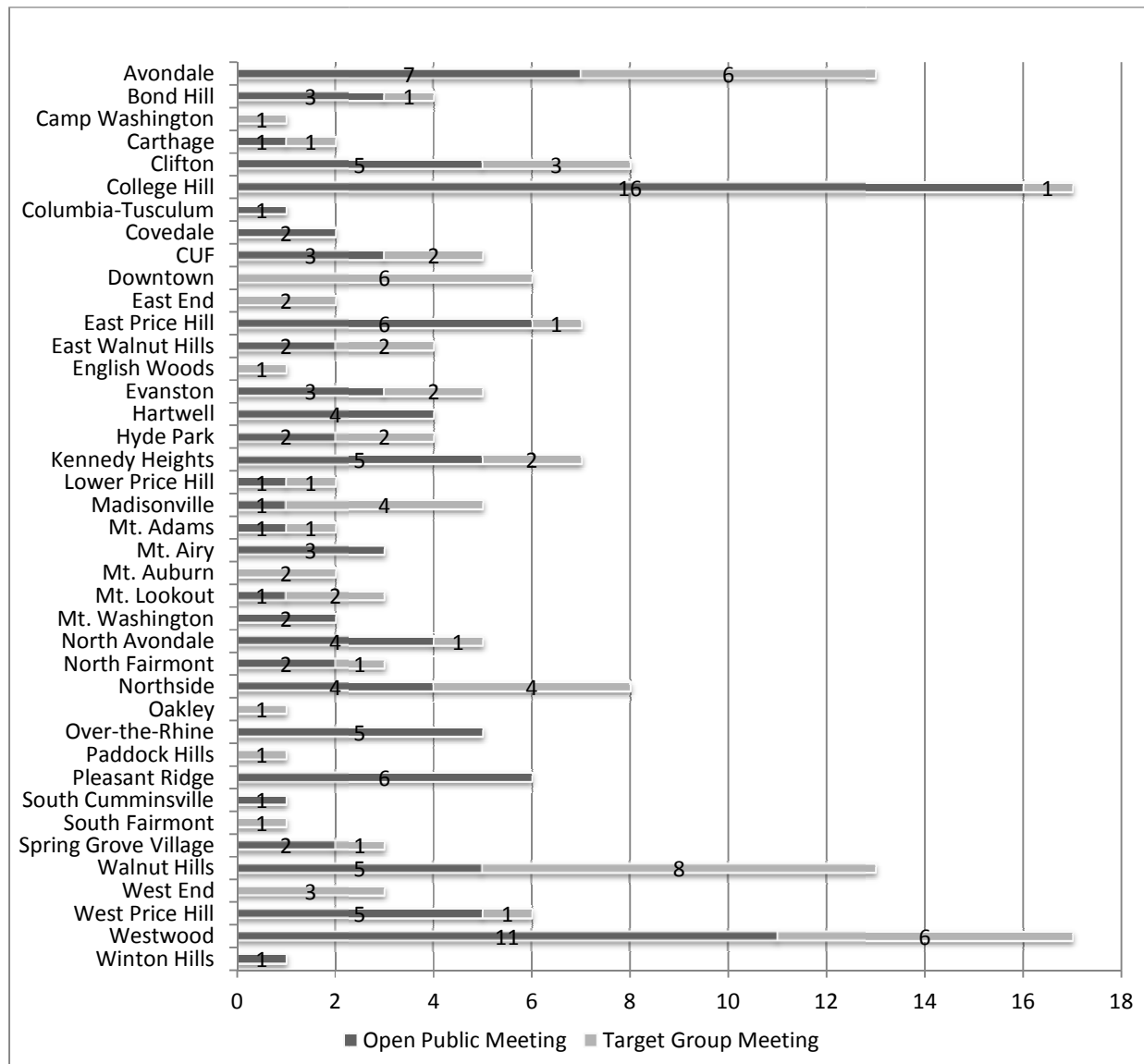
Overall, when comparing the household income distribution of community meeting participants to the U.S. Census Bureau's 2010 American Community Survey results, the distribution of income ranges is relatively consistent with the City at large. The following information compares the meeting participant income profile to the 2010 American Community Survey data.

- 22% of meeting participants earned less than \$23,050 per year, compared to 40.8% of the population at large who earn less than \$24,999 per year. While this is not representative of the population at large, the data does indicate strong participation from low income residents.
- 19.3% of meeting participants earn between \$23,051 and \$49,999 per year, compared to 24% of the population at large who earn between \$24,999 and \$49,999 per year.
- 22% of community meeting participants earned between \$50,000 and \$74,999 per year, compared to 22.8% of the population at large.
- 10.1% of meeting participants earned between \$75,000 and \$99,999 per year, compared to 8.7% of the population at large.
- 15.6% of participants earned between \$100,000 and \$149,999 per year, compared to 6.5% of the population at large.
- Lastly, 11% of meeting participants earned \$150,000 or more per year, compared to 6.0% of the population at large.

### **Neighborhood**

Eighty-five percent of respondents live within the City of Cincinnati. The table below indicates the neighborhoods within which participants live.

*City of Cincinnati*  
*Priority Driven Budgeting Meetings*



### Employment

Participants were asked to provide information about their employment status. Notable statistics are included below:

- 41% of respondents are employed; 20% are self-employed; 10% are unemployed; 2% are stay-at-home parents, and 27% are retired.
- 85.5% of respondents are employed within the City.
- 22% of respondents own a business in the City

Overall, the demographic profile of community meeting participants indicates broad and largely representative participation from residents and stakeholders.

### **City Meeting Attendance**

Participants indicated the number of City meetings they had attended within the previous year. Of those who responded, 36% had attended one to three City meetings, while over 27% had attended none. Over 16% had attended 13 or more meetings.

### **Notice of Meeting**

Participants were also asked how they learned about the Priority-Driven Budgeting meeting. A summary of the statistics is below:

- 52.6% of respondents learned of the meeting from email; 6% via the City's website; and 3% via Facebook.
- Nearly 22% heard about the meeting via word of mouth.
- Over 19% learned of the meeting from a community group.
- Only a small number (10 participants) indicated that they learned of the meeting through the television news or the newspaper.

### **Meeting Process**

Each session began with introductions of all attendees, a review of ground rules, and a description of the City's Priority-Driven Budgeting Process. While the process for each meeting varied slightly depending upon the size of the group. The questions asked at each meeting were the same. The "opening question" was: *"What do you depend on City government to do?"* Participants were asked to discuss this question at their table and the general theme of the conversation as shared with the larger group.

For the majority of the groups, participants were invited to discuss the following series of questions in small groups for specific periods of time.

- How does/should the City provide for **Public Safety**?
- How does/should the City support **Inclusive, Thriving, and Livable Neighborhoods**?
- How does/should the City provide for a **Well Planned and Developed Infrastructure**?
- How does/ should the City support a **Sustainable Built and Natural Environment**?
- How does/should the City **Facilitate Commerce and Jobs**?
- How does/should the City provide **Governance and Civic Leadership**?
- How does/should the City ensure **Responsible Financial Planning and Management**?
- How does/should the City provide **Efficient and Effective Basic Services**?

Each group selected a scribe to write the group's thoughts on paper. At the end of each session, all papers with written comments were collected.

Attached to this report is a list of all comments received during the sessions. This list reflects the wording used by participants. The number that follows some comments indicates the number of times that comment was written throughout all of the sessions. The feedback from these meetings was used to articulate the strategic priorities and prepare the "strategy maps" the City Council will consider for the Priority-Driven Budgeting Process.



## Electronic Participation Demographics

The following information summarizes the available demographic data for the users of the City of Cincinnati's Priority-Driven Budgeting Process Wiki site and Facebook page, both electronic means of soliciting input from the City's stakeholders. The data summarized below is current as of April 24, 2012.

The City sent emails to 337 organizations as well as to City Council members to forward to their lists, including the following:

- Email sent April 4, 2012: 786 recipients
- Email sent April 15, 2012: 2383 recipients
- Email sent April 20, 2012: 930 recipients

### City Website/Twitter

The City indicated that, based on the emails noted above, there were 593 clicks to Priority-Driven Budgeting page on City's website (via go.usa.gov URL shortener). There were 12 tweets sent to the City's approximately 2,000 followers and many of these retweeted to a combined 10,000 followers

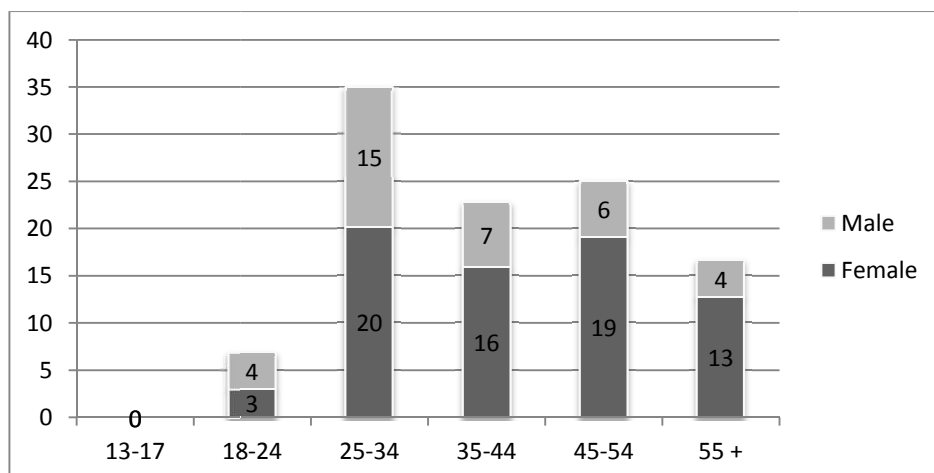
### Wiki Site

The Wiki site does not track or provide demographic metrics regarding Wiki site users. However, there were 1,102 clicks to the Wiki and there are currently 56 registered users of the Wiki page. Of that number, it is clear that 18 are male and 19 are female. The usernames of the remaining 19 Wiki site users do not provide a clear indication of participant gender.

### Facebook Page

There were 228 clicks to Priority-Driven Budgeting Facebook page (via bit.ly). As of April 24, 2012, there were a total of 106 "likes" on the "Cincinnati Priority-Driven Budgeting" Facebook page. Of those likes, 71 were from females and 36 were from males. Of the 106 Facebook page fans, 33% are between the ages of 25 and 34 and 21% are between the ages of 35 and 44. This is in contrast to the physical public meetings where 77% of participants were over the age of 45.

The table below summarizes the demographic distribution of Facebook page users.



## **Appendix A – Organizational Leadership Kick-Off Meeting Summary**

## **Project Kick-off and Priority Setting Structure**

On March 20, 2012, the Center for Priority Based Budgeting and The Novak Consulting Group met with the City Manager and the Leadership Team of the City of Cincinnati, Ohio.

### **Objectives**

- Explain the Priority-Based Budgeting Process
- Get input from “those who know” on what the City is in business to do

### **Introductions**

The meeting was convened by City Manager Milton Dohoney and included introductory remarks by Budget Director Lea Eriksen. Julia Novak facilitated the session and began by reviewing the agenda and outlining ground rules.

### **Ground Rules**

- Listen with respect – let others finish before you begin talking, be attentive to the speaker, disagree agreeably
- Be positive and realistic
- Check your “hat” at the door
- Be candid and honest
- Participate – be engaged
- Be fully present
- Strive for consensus

### **Agenda**

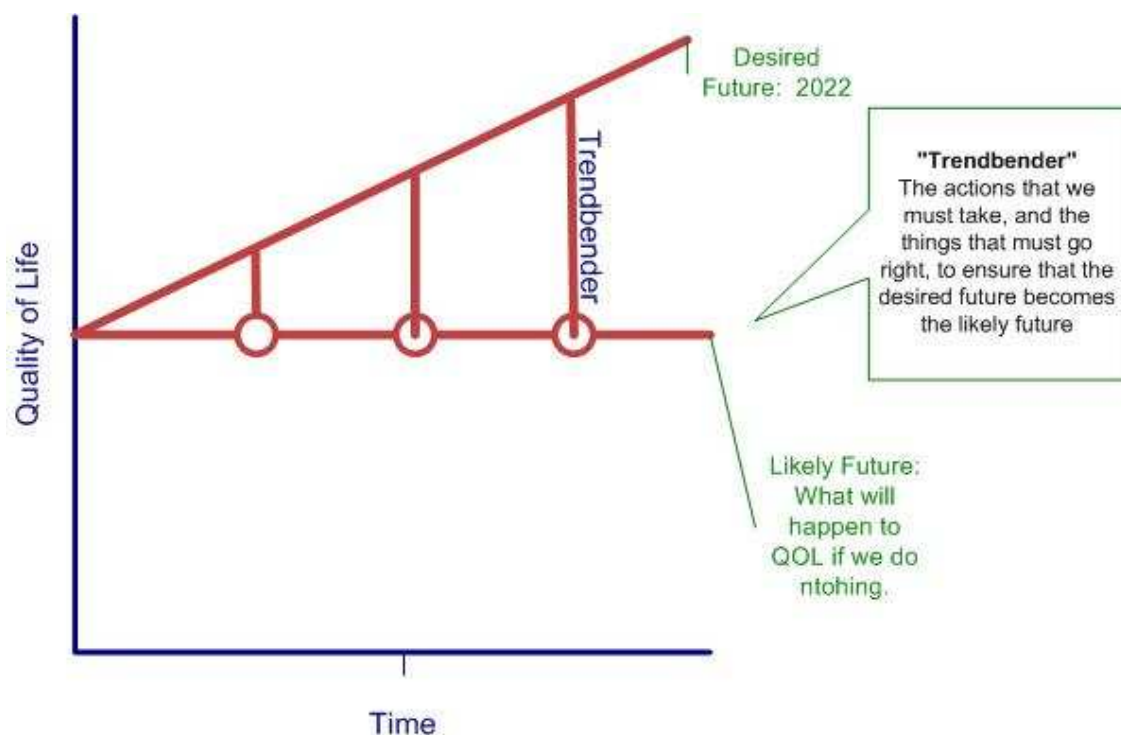
- Welcome – agenda review
  - Norms
  - Introduction
- Priority-Based Budgeting Process overview
- Trend benders – strategic priorities
- Wrap Up/Next Steps

## Priority Based Budgeting

Jon Johnson and Chris Fabian from The Center for Priority-Based Budgeting provided a presentation which gave an overview of the priority-based budgeting process and the way department staff will be involved over the next several months.

## Trendbenders

The facilitators introduced the concept of trendbenders. Trendbenders are essentially those things that must go well to transform the City from where it is today, to where people would like it to be in the future.



The group was asked to identify "Trendbenders" by articulating what must go well in order for the City government to create the quality of life desired by the community now and in the future. Each participant wrote those items down and they were grouped by The Novak Consulting Group into major categories listed below.

#### Sustainability

- Sustainability

#### Change

- Embrace change
- Risk taking
- Innovation
- Loyalty to Administration's vision to grow city
- Anticipate mega trends:
  - Smaller families
  - More elderly
  - Increased fuel prices

#### Leadership

- Quality
- Ethical
- Collaboration
- Transparency in communications

#### Youth Engagement

- Engagement of youth

#### Diversity

- Diverse communities
- Decreased racial tension
- Increased diversity within neighborhoods

#### Recreation

- Youth recreation
- Quality of life

#### Arts

- Proper funding for arts facilities

#### Efficient Services

- More efficient operations
- Address aging infrastructure needs
- Eliminate waste
- Invest to improve existing infrastructure

#### Environment

- Clean air

Health and Well being

- Feeling of well being
- Encourage healthy living
- Local healthy food
- Healthy citizens
- Access to good healthcare

Regional

- Regional shared services are occurring
- Stop suburban sprawl

Thriving Neighborhoods

- Chamber of Commerce buy into neighborhood development
- Neighborhood business districts
- Neighborhood access to full service supermarkets
- Improved neighborhood relations
- Caring community
- Vibrant neighborhood stores
- Repurpose antiquated land and buildings
- Safe clean neighborhoods and better schools

Education

- Quality education system
- Educational advances K-12
- Strong public schools

Transportation

- Quality transportation system
- Environmentally friendly
- Increase transportation options and equity
- Transit light rail
- Develop efficient transportation system that includes CVG
- Web of transportation
- City wide bike paths with access to the Banks (downtown)

Safety

- Safe city, street, and neighborhoods
- Police and fire operating efficiently
- Consistent crime reductions
- Bring policing down thru community travel
- Police community relations

Beauty

- Continue to develop riverfront
- Beautiful public spaces
- Clean and vibrant city

City

- Balanced budget
- Stable revenues
- Increase tax base
- Increase revenue opportunities
- We have Structurally balanced budget

Housing

- Replacement and rebuild community housing
- Improved housing quality
- End homelessness
- Increased affordable housing
- Quality housing
- Increase quality of life in neighborhoods
- Better housing options
- Addressing deteriorating housing stock

Jobs/Economy

- Expansion of higher level employment opportunities
- Reduce unemployment
- Job growth
- New companies, attitude, residents, and growth
- Higher skilled workforce
- Better job creation
- Grow economic base of the community
- Workforce skill sets (county public schools)
- Create green jobs
- Retention and attraction of talented workforce
- Improve access to jobs

Population Growth

- Increase population
- More people living downtown
- Population is returning to the city

Following the initial brainstorming, each participant was allowed to vote for no more than seven items to help identify the **most critical** strategic priorities. The categories are listed below with the number of votes received by each area.

Youth Engagement (5)  
Arts (3)  
Regional Service Delivery (2)  
Thriving Diverse Neighborhoods (7)  
Efficient Services (3)  
Recreation (7)  
Change (4)  
Leadership (11)  
Health and Well being (14)  
Environment (7)  
Sustainability (7)  
Good Governance

- Leadership
- Change
- Efficient
- Sustainability required service development

Livability - Inclusive and Livable Community

- Housing
- Population
- Recreation
- Education
- Youth Engagement
- Beauty
- Thriving Developed Neighborhoods
- Health & Well-being
- Arts

Population Growth **(12)**

Education (15)

Transportation (13)

Safety (19)

Beauty (2)

Jobs/Economy -City Budget

Housing **(8)**





## **The Strategic Priorities**

After significant discussion, including an important discussion about how strained race relations impact the community, the group developed the following strategic priorities:

- 1. Transportation**
- 2. Leadership and Service Excellence**
  - a. Leadership
  - b. Change
  - c. Efficiency
  - d. Sustainability
  - e. Regional service-delivery
- 3. Safety**
- 4. Livability**
  - a. Inclusive and livable community
  - b. Youth engagement
  - c. Education
  - d. Housing
  - e. Sustainability
  - f. Recreation
  - g. Beauty
  - h. Neighborhoods
  - i. Arts
  - j. Environment
  - k. Health and well-being
- 5. Jobs/Economy**
  - a. City budget

## **Wrap-up and Next Steps**

Julia reviewed that the next steps in the process will be the extensive public engagement process with the following components

- Public engagement through public meetings and targeted focus groups
  - 6 public meetings- geographically located throughout the City
  - 2 meetings with community leaders
    - 1 with City Community Council leaders
    - 1 with members of City Boards and Commissions
  - 6 targeted populations
    - Large employers
    - Small business and minority businesses
    - Senior citizens
    - Residents receiving specific services
    - Persons receiving services from other agencies
    - Socially and economically disadvantaged
- Statistically valid survey
- Online survey
- Facebook page and Wiki page

## **Appendix B – Stakeholder Meeting Comments**

## **What do you depend on City Government to do?**

- Public infrastructure (maintaining roads, streets, sidewalks, trash, recycling, sanitation, snow removal) **(14)**
- Parks, recreation centers, swimming pools, and keeping green **(12)**
- Fire and police **(9)**
- Safety and security (executed through support in communities with work regarding schools, non-profits, etc.) **(7)**
- Public health and human services (assist homeless and prevention) **(6)**
- Transportation **(6)**
- Services to vulnerable citizens (disabled, elderly, children) **(4)**
- Trash, recycling, waste collection **(4)**
- Education **(4)**
- Clean water **(4)**
- Public housing and zoning **(4)**
- Childcare and youth services **(4)**
- Funding for certain health services, such as poison control hotline and health clinics **(4)**
- Beautification **(3)**
- More jobs **(3)**
- Utilize and monitor vacant buildings or get rid of them **(3)**
- Safe neighborhoods **(3)**
- Lobbying potential businesses to move to Cincinnati for more jobs **(3)**
- Beautification **(3)**
- Transportation for seniors **(2)**
- Invasive plants **(2)**
- Connections with Cincinnati Public Schools - connection with youth and younger, establish values to create productive citizens **(2)**
- A responsible government that are stewards of taxpayer dollars
- Infrastructure **(2)**
- Historic preservation for livability, character, form based code **(2)**
- Enforcing litter laws **(2)**
- Livability **(2)**
- Housing support **(2)**
- Regional economic development **(2)**
- Restaurant licensing and inspection **(2)**
- Health centers and school resources **(2)**
- Helping property owners address issues that cross property lines
- Support local businesses and the business climate
- Economic development
- Informing citizens

- Small business support and tax incentives
- Care for vacant properties
- Using the same process as San Jose to empower neighborhoods
- Communication among departments
- Economic development outside of downtown
- Seed money for non-business projects
- Rid city of problem properties
- Traffic and engineering
- Planning for future events
- Tourism and promotion
- Neighborhood funds
- TIF [*Tax Increment Financing*] money
- Promote sustainable neighborhoods
- Financially responsible
- Development
- Positive business climate
- Stay out of the way
- Planning
- Stable funding for pools
- Transparency on how city operates
- Fiscal responsibility – including City pensions and solve abuses
- Being good employer
- Long range planning - more than two years
- Take down silos
- Avoid duplicity
- Better communication on safety with schools and universities
- Minimize administration and maximize front-line response
- Proactive not reactive
- Community outreach
- Library
- Cameras on businesses
- NSP/NBD funding for neighborhood councils
- School nurses
- Intact, clean roads
- Building inspections
- Accountability for money spent
- Be fair to citizens vs. businesses
- Business friendly environment
- Property maintenance enforcement
- Public records

*City of Cincinnati*  
*Priority Driven Budgeting Meetings*

- Building code enforcement
- Pollution prevention
- Mentor programs
- Section 8 public housing
- Wisdom from city leaders
- Equal attention to all neighbors
- Health department considered at same level as police and fire
- Overgrown grass
- Vacant building clean up
- Street curb cuts and keeping shrubs cut back from sidewalks
- Good water
- Pest control

## **How does/should the City provide for Public Safety?**

- Do not reduce fire and police staffing levels **(6)**
- More cameras added for security near elevators, fronts of buildings, streets with drug activity **(5)**
- Parks **(5)**
- Police presence on street with proactive neighborhood watch **(4)**
- Stop continuances for bad landlords **(3)**
- Regulate industrial emissions. City rated 8<sup>th</sup> worst air quality in country **(3)**
- Remove duplicative services - fund effective programs and prioritize these **(3)**
- Allow police to get to know neighborhoods and vice versa - have them live in neighborhoods they patrol **(3)**
- Recreation centers and pools **(3)**
- Community/neighborhood development **(3)**
- Street lighting, traffic control systems, reflectors, street stripping **(3)**
- Hire dog warden **(2)**
- Try to increase fire and decrease police budget **(2)**
- Public recreation - make spaces useable for bike trails, lanes **(2)**
- Fountain Square, neighborhoods, movie night, salsa nights **(2)**
- Increase emergency response times **(2)**
- Proactive reporting for public safety metrics and outcomes **(2)**
- Prepare citizens for health and other emergencies – utilize special response teams **(2)**
- Encourage crime reporting and make people comfortable to do so **(2)**
- Eyesores, graffiti, broken windows, rundown buildings **(2)**
- Send EMS vehicle vs. fire truck to limit fire department needs
- Maintaining roads, eliminate potholes
- Individual choice/pride for City sets in, is it responsibility of City?
- Analysis and studies done regarding public safety - implement what was found
- Merge/implement 911 emergencies with accounting
- Stop sending solicitors for misdemeanors to court
- Guns off streets
- Reconfigure buy- back program, use money to buy more
- Safety is important for businesses to be successful
- Customers must feel safe coming to the business
- Identify current gang members and arrest and rehabilitate
- Trash collection
- More attractive to citizens
- Sustain employee benefits
- Citizens on patrol and walking-street patrols
- Warning sirens

- Ensure bicycle safety and driver education
- Offices assigned to ALL areas
- Better policing in parks
- Increase health programs
- Move from ornamental planting to edible and medicinal plants
- Promote green roofs and pervious pavement
- Increase fire and emergency education
- Restructure police force
- Homeless population to build on present programs and transition to livable housing
- Chronic nuisance enforcement loitering , shots fired, trash
- Proactive, preventative safety to be resolved
- Speed and traffic enforcement
- Feel safe walking on sidewalks
- Take a holistic approach to vacant commercial properties - use enforcement and seize property that is not maintained
- Facilitating permits
- Crime prevention and education
- What should private sector be responsible for instead of City and vice versa?
- Better lighting
- Concealed carry - reverse it
- Encourage civic pride with everyone and especially council being a role model
- Incentives for police and fire to live in city
- Clean streets with littering and debris off sidewalks
- Sensitive leadership
- Repopulation will solve problems
- Metrics developed from non-emotional and non-political viewpoints
- Avoid silos
- Provide funding for resident groups and organizations so they can be educated and create community driven solutions
- Board up abandoned buildings
- Land banking - land should be given to community
- We support James Craig for how he is doing his job taking officers out of the buildings and putting them on streets
- Curfew for youth and enforce it
- Public health prevention and accessibility
- Increase truancy officers
- Create pedestrian zones with harsher penalties
- Tougher enforcement of jay-walking
- Customer service training for officers
- Crack down on gun laws



- Bring back moral values in public schools
- Like perspective of new chief
- Officer morale seems higher
- Increase foot and bike patrol
- Increase crosswalk timing and frequency
- Condemnations and demolitions shouldn't linger
- Public safety is interdependent as a system and outcome of related services, such as public services
- Hire watch dog
- Access and evaluate other ways of dealing with homeless and panhandling
- Maintain and train new and existing safety groups
- Enforce panhandling permits
- Enforce illegal selling of pirated CDs/DVDs
- CIRV waste of money (stop weenie roasts)
- Promote citizen patrol programs
- Less chiefs, more out on frontlines
- Start dog court for those that do not take proper care of dogs
- More creative sentencing for offenses
- Mini mayor's court
- Make public safety budget tied to population
- Stop freebies for cops (tickets, food, drinks, movies, sports)
- Police availability when time changes, such as when kids are walking in dark
- Indecent exposure (wear pants on waste)
- Clean empty lots with tall grass and have adequate lighting

## **How does/should the City support Inclusive, Thriving, and Livable Neighborhoods?**

- Neighborhood groceries, remove food deserts **(6)**
- Mixed income housing, developing diverse communities **(4)**
- Good housing **(4)**
- Inviting gateways to the City - public spaces, flowers **(3)**
- Clean air **(3)**
- Training programs **(3)**
- Likely to come to a business **(3)**
- Modern, safe, affordable housing **(3)**
- Shopping areas, entertainment, pools **(3)**
- Comfortable to walk through – this will make those living in the neighborhood more likely to come to a business **(3)**
- Sidewalks and bike paths are NOT travel or commuter friendly **(3)**
- Proper interaction and communication with City vs. neighborhood **(2)**
- Drug-free **(2)**
- Bright attractive signage with different languages **(2)**
- Block parties **(2)**
- No loitering **(2)**
- Neighborhood shuttle to grocery stores **(2)**
- Funding for library programs **(2)**
- Transportation connectors - East, West, North, South **(2)**
- Youth activities - recreation programs, CRC outreach programs, equal share throughout city **(2)**
- Community gardens **(2)**
- Implement form based code **(2)**
- 3CDC component for the rest of the neighborhoods **(2)**
- More NSP funding or designated funding for neighborhood **(2)**
- Health clinics need to be more efficient and state of the art
- Health clinics support many people
- Union issues make health clinics inefficient and make improvements difficult
- No City health clinics should exist
- Senior housing
- Rid of vacant buildings or use for economic and/or first homes
- Support for neighborhoods – picnics, newsletters, etc.
- Way of communicating with apartment dwellers and others not as engaged
- Service for parents - classes, 24-hour child care
- Well located fire and police stations
- Fix airport

- Loan programs
- Address livability - City is dirty, hire inmates to do work
- Nurture talent
- Identify leaders and potential leaders in community
- Encourage development of food hub within city - Green Umbrella
- Create rewards and incentives for volunteer efforts – recycling, crayons to computers
- Land banking
- Funding for demolition for obsolete buildings
- Moving vacant lots and city owned parcels
- Graffiti control
- Traffic calming throughout local streets, neighborhoods
- Look at city as one city and create priorities where needed
- Job matching based on talents, needs, funding
- Diminish property line bullying, new civic department needed, nuisance control
- Take care of communities with health services for those with mental illness and homeless
- Work towards goal of quality of education in EVERY neighborhood
- Collaboration among neighborhoods with haves and have-nots
- Low interest loans for homes and home improvement
- Business incubators to create jobs
- Mass transit
- Universal design so people can live easily, one floor easy access
- Strong working relationship with community council - Evanston seems to have good model
- Make residents aware of services pertaining to education and awareness
- Promote and partner with schools and after school recreation
- Visibility
- Affordable laundry mats
- More speed humps for streets in ALL areas, street lighting
- Coordination between neighborhoods, councils, neighborhoods, and population
- Decisions based on community stated needs
- Ordinance which encourages pants to be worn at one's waist
- Embrace national events to be promoted locally beyond police districts, such as National Night Out
- Dog parks
- Arts for everyone
- More small businesses
- Litter control
- Create opportunities for communities to purchase abandon homes at inexpensive price
- Job training for teens
- Shelters and affordable safe housing
- Reinstate prosecutor dedicated to problem properties

- Go after slum lords
- Eliminate truancy
- Base decisions on needs of all neighborhoods
- Community information Kiosks
- Play “Classic” music to stop loitering
- Interesting, controlled facades
- Mature healthy trees along roadside
- Streetscape control
- Safe efficient bike trails
- City should have higher role in the issues of education even if schools are not under administration
- Promote healthy outside activities
- Lack of marketing for People Working Cooperatively (PWC)
- Pockets of mixed incomes for undeserved neighborhoods
- Stop projects voted on by council cliques
- Where is the empty nester and senior citizen housing?
- Keep up with brush removal
- Keep up with officer patrol program
- Keep firehouses open
- Keep clinics open
- Election education through community classes
- Change policy of food stamps
- Adequate recreation to fulfill population change
- More schools, stop shutting them down

## **How does/should the City for a Well Planned and Developed Infrastructure?**

- Preservation of historic buildings **(7)**
- Structurally sound bridges **(6)**
- Trash, recycling, yard waste collection and management **(6)**
- Well-maintained, accessible sidewalks, particularly for handicapped **(6)**
- More transportation - regional approach, various modalities **(5)**
- Well lit streets **(4)**
- Hire small committee to study infrastructure needs, such as underground, roads, tree limbs **(4)**
- No using of city funds to fix up city hall for weddings **(3)**
- Improve public transportation routes **(3)**
- Use monies on more pressing line items such as police, fire, waste, employees, streetcar **(3)**
- Communication with public **(3)**
- Bridges **(3)**
- Introduce Zip car, Fleet Cars, Park, Rentable bicycles - all transit options **(3)**
- Storm water management **(3)**
- There is excitement about the new City Council, Administration, Police Chief – these are good changes to the city government **(3)**
- Combine parks and recreation departments **(2)**
- Encourage reuse of abandoned buildings **(2)**
- Rethink Metro - hub and spoke a bad system **(2)**
- Better bus service **(2)**
- Newport's Sauter Bank bus is good
- Be transparent about how public funds are used
- Fix buildings or tear them down
- Use vacant buildings to provide opportunity for homeownership with funding by using people in community to lead it
- More community gardens with provision of watering holes
- Public health
- Enforce building codes
- Team or partner with county – streamline, service sharing
- Light rail - regional support
- Spread out park and programming resources
- Solar roads - G.E. currently developing
- Inclines to move people up and down hills
- Encourage use of rain barrels
- Improved MSD services
- Leverage city and neighborhood support for gas prices
- Equitable distribution of funds for streets, calming, etc.

- Make sidewalk public money
- Coordination of all utilities
- Retaining walls - reconstruct to support economic development
- Go back to pre-streetcar number of lane miles rehabilitated per year
- Hillside stabilization
- Higher density around transit hubs with housing for baby boomers
- Invest to bring back people in neighborhoods
- Long term planning
- LEED buildings
- Lobby for state and federal money
- Optimize entertainment districts with tax incentives
- Eliminate duplicity
- Aim at keeping people in city
- New ideas with wide buy in, not just one segment
- Take directives from neighborhoods, coordinating between neighborhoods and agencies
- Maintenance and sustainability has to be built into the plans
- Focus on solving sewer overflow consent decree - a community health concern
- Bring back Community Neighborhood Action Strategies
- Green space incorporated into city planning
- Create nicer metro bus stop seating areas
- Update technical infrastructure
- Safer pedestrian walking with crosswalks
- Fill the blanks at the banks
- County vs. state vs. city - communicate with one another and plan efficiently
- Finish building using green technology
- Introduce metro government
- Underground utilities
- Better coordination of all renovation projects and complete in timely manner
- Utilize old Queen City Barrel property instead of shoving everything downtown
- Recognize opportunities in multi-modal, interconnected, innovative mass transit options
- Rebuild Westside
- Visible street signs
- Old buildings come down by use of inmates
- No buildings on hillsides
- More voice activated traffic lights
- Better check on fresh vegetables/meats

## **How does/should the City support a Sustainable Built and Natural Environment?**

- Better roads, less potholes **(7)**
- Clean the river, creeks, water **(7)**
- Renovate historical buildings rather than turning into urban renewal **(7)**
- Maintenance of city gateways, green spaces, parks **(6)**
- Natural play areas, riverfront parks, pocket parks with trails, benches **(6)**
- Support green initiatives **(5)**
- Enforce zoning laws, such as car lots, dump lots **(5)**
- Compost, trash, recycling containers at all city events **(5)**
- Walk able communities with bike paths/lanes **(5)**
- Invasive plants without polluting ground water **(4)**
- Plant four million trees – Urban Forestry Program **(4)**
- Maintain riverfront parks **(3)**
- Enforce trash can laws **(2)**
- Enhance access and air quality with better public transportation to neighborhoods **(2)**
- Strong police presence in areas of crime **(2)**
- Provide variety of housing - condos, mixed income residents, senior living **(2)**
- Choices for renewable energy - pressuring Duke Energy or find other providers **(2)**
- Walkable neighborhoods with nearby businesses **(2)**
- Community composting sites **(2)**
- Rail system **(2)**
- Disinvest in streetcar **(2)**
- Reuse brown fields
- Limit freight rail in residential areas
- Neighborhood solar panels
- Support of small businesses - women-owned
- More transportation for non-driving seniors
- Reputation of high environment standards
- Support for aging homes
- Family attractions
- Fair distribution of neighborhood businesses and district funding
- Bilingual signs - Spanish, English
- Pride
- Tackle invasive plants within city limits
- Ascetically pleasing
- Representative leadership on development boards
- Fund historic preservation - Museum Center, Music Hall, Memorial Hall, Krohn Conservatory
- Stop deer herds

- Bed bugs and rodent control
- Update sewage and drainage systems
- Energy self-sufficiency
- Loans for energy efficiency
- Neighborhood LEED buildings
- Repair stairways
- Car tax/stamp
- Use regulations that are already enforced
- Confront absentee landlords and banks
- Waterways - combine sewers
- Coordination between agencies to minimize disruptions and value add to projects
- Incentive for private landowner and building owners for livability
- Positive, active recreation for young adults, more programming
- Safe and healthy neighborhoods - food deserts, food security, exercise, laundry
- Community compost - yard waste, compostable material
- More education on how and what to recycle
- Cincinnati "green schools" - draw from other cities
- Green spots and green belts
- Bring back modern day drinking fountains
- Bring more awareness to local farmers markets - provide in more neighborhoods
- Create organic gardens
- Look everywhere to save energy - use Zoo as example
- Maintain street trees with proper placement
- Sell excess water to other communities
- Support Office of Environmental Quality (OEQ)
- Enforce noise ordinance
- Encourage but NOT provide energy efficiency
- Keep public notified of environmental impacts
- Create bird watching areas/preserves
- Gas/electric procurement
- Better marketing for recycling
- Less concrete in and around buildings
- Pay-as-u-go parks - will reduce crime and property damage
- Less gasoline consumption = less pollution
- Have program in place for green energy investment where city pays upfront and property owner pay over time the money back through increase in property taxes
- Clean up after dogs
- New parks for areas with no parks
- Donate to private 501(C-3) organizations
- Enforce muffler fixing for cars and buses for cleaner air or fine



## **How does/should the City Facilitate Commerce and Jobs?**

- Incentives to partner with large and small businesses **(11)**
- Food hub - allow coordination of local production and identify food deserts **(5)**
- Better emphasis on youth employment and programs - not just summer opportunities **(4)**
- Reliable transportation - from CVG airport to Kings Island **(4)**
- Increase city amenities to attract good employers, employees and families, such as parks, transportation, golf courses, recreation centers, cultural community festivals, and events **(4)**
- More MBE and WMBE contract awards **(3)**
- Employment at the end of the rainbow - training programs **(3)**
- Continue marketing initiatives with tourism, bureau, CVG **(3)**
- Solicit other regions and governments for new jobs both full and part time **(3)**
- Support tax advantage for higher education (UC/XU) **(2)**
- Fiber optics, communication infrastructure **(2)**
- Opportunities for jobs for young, educated, professionals right out of college; need jobs and opportunities to retain young professionals in Cincinnati **(2)**
- Tax structures in place are transparent, visible, fluid
- Be mindful of restrictions they put in place regarding small businesses - 401k
- Recognize the impacts of city ordinances on business and repeal when they are not effective
- Remain distant from businesses - allow them to be competitive
- Claw back clause in every economic deal (Convergys)
- Hard to find business spaces that are modern, safe, and affordable in prime locations for businesses
- Businesses need access to capital, especially for start up businesses
- Contracting opportunities with the city government
- Assist prisoners who have served time with finding jobs
- Better grassroots civic involvement
- More money put in new hiring
- Public parking
- Signage
- Business safety
- More taxi service
- Tax incentives for businesses to hire more local graduates
- Actively recruit new businesses from outside region, including international
- Retain regional post office
- City that is more inviting
- Marketing Cincinnati
- Encourage tourism
- Continue to provide incentives to large corporations
- Support agencies and programs for employment and training

- Bond to help small businesses with loan program
- Give more power to port authority
- Create apprenticeship program
- Need person to coordinate all issues and priorities
- Neighborhood advocate - community service teams in the past to aide neighborhoods
- Develop youth skills, preparing for work - summer parks employment
- Create attractive economic environment, such as tax incentives by going after federal money
- Reciprocity for higher education across state lines
- Think regionally for development
- Develop better, effective, regional transportation so people can get jobs
- Reactivate historic businesses, such as machine tool industry
- Adopt local hiring policy and support start-ups - Cincy Tech and venture capital
- Downtown is viable - Tower Place is closing down
- People only live where they can get good communication
- Livable
- More of a green image to attract people and jobs to city
- Hire responsible contractors, job creation for people that already live here
- Look at Over the Rhine business first program as model for small businesses
- Assist folks with criminal records with reentry into community - training and employment
- Support funding for housing which can drive jobs
- Facilitate drug treatment, mental health, substance abuse
- Piggy back off of music festivals to create jobs in arts, become the destination city
- Improve parking accessibility
- Balance Police, Fire, and City Council member jobs
- City link is a good thing - stop playing with jobs retention as economic strategy
- Number of jobs for childcare, police, transportation - balance them
- More truancy officers
- Full employment bill
- Stores having full service beside pony kegs
- Grant more availability for entrepreneurs to start businesses
- Enforcement of current laws and codes
- Attract for region - think locally not nationally/globally; larger focus does not work often
- Balance private and public government jobs
- Promote public transportation to jobs
- Support city departments that provide variety of employment opportunities
- Balance neighborhood and downtown funding
- Mentor and simplify to begin businesses to make it easier
- Reform city planner bureaucracy and neighborhood bureaucracy
- Annex neighborhoods to improve tax base

- Make “1” county government and create “Ward”
- Internally recognize employees that contribute to business growth, such as building and health inspectors
- Remove constant threat of lay-offs within city government
- Work with small and local businesses to keep them, not just corporate
- Cheaper parking
- Recognize what attracts jobs...good infrastructure and educated workforce
- More funding for inmate rehab and jobs
- Not just education but the right education
- Educate renters of their rights
- Hold landowners responsible for dilapidated housing and buildings
- City to employ the unemployed and laid-off

## **How does/should the City provide for Governance and Civic Leadership?**

- More face to face with council members **(5)**
- More leadership classes in neighborhoods **(4)**
- City Hall get out of City Hall **(3)**
- More city-funded involvement and investment in projects **(3)**
- Continue to utilize broad-based community engagement to all community groups **(3)**
- Merge city and county **(3)**
- City employees to set a good example and have City Council shadow employees **(2)**
- Explore staggered and/or expand Council terms in public forums **(2)**
- Assess Mayor/Council/City government/City Manager form of government **(2)**
- Provide neighborhood leadership training **(2)**
- Council meetings in evenings so are able to attend **(2)**
- Long term vision (10 – 30 years) with community and business planning **(2)**
- Regional support for assets not just city and county **(2)**
- Operate from business plan **(2)**
- Change requirements so that more neighborhoods qualify for funding with city oversight **(2)**
- Mayor holds no power
- Public cannot hold anyone responsible
- Other departments of city should engage with citizens
- Limiting empowerment of administration
- Funding for City Council to meet their neighbors and participate in community
- Stop putting neighborhood against neighborhood
- More diverse (particularly race and age) and authentic jobs
- Fairer distribution of resources across neighborhoods
- Help CMHA become effective
- Incentive to cooperate with county (all working towards same goals)
- Make council member resign if running for another office
- Willingness to compromise leadership
- Engage with youth to stay in college, high school, visiting schools, and campuses
- Support in community councils to be effective/resourceful/liaison/staffing/overall infrastructure
- Increased access to civic leadership and government - public television, start local PSA station for government information
- Work with suburbs and surrounding municipalities to reduce redundancy through municipal government with Hamilton County
- Council-district elections
- Quarterly budget and city updates and discussion meetings
- Improve responsiveness and communication
- Districts represented by council (council member assigned to districts)

- Clarify neighborhood boundaries (15 contested areas)
- Review number of council members
- Take pictures of violations and send to city to be routed correctly
- Evaluate metro model systems
- Change political system - districts and at large to be more responsive to areas outside of downtown and Hyde Park
- Consider proportional representation
- Eliminate redundancy
- What is the role of council in holding mayor and manager responsible?
- Less administration and more mayor and manager accountability
- Longer terms in council - staggered
- Get rid of terms
- Regional government leadership
- Transparency in big community decisions and not behind closed doors
- Understand the structures of government
- Take regional approaches to solve community problems
- Put city council back on public TV so it is more accessible to ALL not just cable
- Share council members' voting records to public so voters can make informed decisions
- Demonstrate and model civility and collaboration, cooperation, open-mindedness in seeking and exploring solutions
- Consider a "district" system for electing council members
- Reevaluate City Council salaries and perks
- Develop program to train council on working better together
- Youth apprenticeship programs, medical, judicial, construction
- Officials to open doors to reestablish, block school classes
- Support glass roots initiatives for governance and leadership
- Two year election cycle
- Quarterly dialogues with city council
- Review asset ownership – such as Music Hall, Airport, Railroad
- Enforce laws on books
- Strong mayor form of government - cut city council pay
- Less people in council
- Eliminate body guards for mayor
- Cultivate better connections and be honest with citizens; city manager and council seem to be pulling apart
- Elitist attitudes of mayor and police chief
- Mayor is not visible or accessible
- Quit hiring consultants and double dippers
- If building a street car, stop going around in circles and have a plan
- Stop last minute or closed door council meetings

*City of Cincinnati*  
*Priority Driven Budgeting Meetings*

- City/Council partnerships in service delivery and policy
- Encourage transparent, accountable, responsive government
- Collaborate to attract convention business
- Reinstate public safety director
- Work in city-live in city
- Be decisive, work as a team
- We need a city manager and listen to his proposals
- Follow a business model throughout the city-master plan 5, 10, 20 years
- No brown outs for fire department
- Community council presidents need to get more involved
- Do a neighborhood recycling day
- More interaction in council meetings with freedom of speech present
- City council meetings to air on TV for everyone to watch not just cable
- Greater focus on child support issues and case management

## **How does/should the City ensure Responsible Financial Planning and Management?**

- Collect fines, fees, taxes owed to city **(4)**
- Provide return in investment for taxpayer money **(3)**
- Annex nearby smaller communities; shared services, move toward metro government **(3)**
- Zero waste by 2020 **(3)**
- Create public program to educate citizens on city budgeting **(3)**
- Increase more residents to increase tax revenue **(3)**
- Distribution of funding throughout ENTIRE city **(3)**
- Live within means **(2)**
- Better oversight on contracted work **(2)**
- Prevent future blight **(2)**
- Reach out to broader catchment area of expertise - not just usual suspects **(2)**
- Look forward beyond data, address future needs not past **(2)**
- Generalize common services - HR, fire, water sewage **(2)**
- More employment opportunities for more **(2)**
- Responsible hiring practices **(2)**
- Continue to work on outstanding liabilities - pension fund **(2)**
- Increase accountability for city funds through performance measures **(2)**
- City pension
- Cost of businesses
- Run city for benefit of employees vs. citizens
- Outsourcing
- NO CUTS in Property Tax/Any tax - look at all efficiencies
- Promote ALL neighborhood reporting, eliminate invisible line
- Better info on how City money is spent
- Too many separate groups in competition against each other for funding
- Use research and data to make decisions - as business practice and input from community
- Long-term financial planning/honor commitments
- Consider shared services with county/CPS
- Get out of stadium business-share major assets with broader communities
- Combine HR, IT, Payroll to save
- Rebalance percent spent on tough times/disasters
- Streamline departments
- Tackle legacy costs
- More detailed plan for special funds - prioritize services where it makes sense
- Fund social services so they can leverage other money - state, federal, private
- Prioritize human services thru United Way
- Look in cooperative to reduce energy costs

- Work in partnership with universities and corporations to apply best practices for government
- Renew combining services with neighboring jurisdictions
- Eliminate duplicate services
- Bring neighborhood councils together to discuss issues and learn from each other
- Outsource services - competitive bidding
- General purchases to match needs across departments
- Not waiting till Christmas to lay off employees, stop waiting till last minute
- Long range planning - capital needs, tax credit, explore regional options and financial alternatives, better data review, charge corporations not little people
- Budgets based on delivering results instead of activities
- Encourage innovation in budget - park board, public-private partnerships to deliver services
- Current process is departmental - approved by manager and debated by council
- Partially effective
- No metrics
- Lack of transparency with “pet” projects
- Lack of public awareness - hidden agenda
- Council needs to listen to experts in departments budget recommendations
- Better mechanism to collect data for decision-making
- Council needs to set budget policy and priorities and give to manager to construct budget
- Consider collaboration with counties
- Establish performance metrics
- Regional transit
- Putting needs of people first before City Hall
- Prioritize resource to top priorities
- Offer loans to small businesses
- Partner with county for shared services
- Health clinics more affordable, sustainable, viable, strong, and accessible
- Compare Cincinnati practices with other cities
- More citizen advisory committees on budgeting and how it is utilized
- Budget categories and restrictions explained through a Citizen’s Guide/Primers
- Align local budget cycle with federal budget cycle
- Proactive budget towards things that will pay off later, such as education, housing, recreation, public spaces
- Accountability for project goals and fund expenditures by investing in long-term outcomes
- Investigate welfare fraud and double dipping within retirement systems
- Short-term and long-term financial goals for returns on investments
- Stop spending money on useless projects like casino, street cars
- Accurate accounting budgeting project



- Line by line review of budget looking at effective use of gas and electric, office supplies, buildings, etc.
- Simplify budget
- Solicit outside bids for city services
- Residency requirement for employment
- Reward departments that demonstrate fiscal accountability
- Work smarter for less and with less
- Solve downtown parking problem, instead of profiteering
- Attract outsiders to spend money
- Include quality of life in financial planning (parks, arts)
- City should copy Green township and Cheviot's sharing of income taxes
- Stop forgivable loans, grant money
- Bring city owned parking lots back under city workers vs. contractors 50% and worker getting \$10/hour
- Quit spending every dollar they bring in – such as Convergys, Blue Cross
- The Atrium should not take precedence over other programs
- Effective negotiation with unions
- Discretionary spending
- Listener to all voters
- Funding outreach for former inmates and for 501 outreach
- Limit prescription drugs
- No cut backs on fireman and police - hire more
- Better leadership for the finance committee

### **How does/should the City provide Efficient and Effective Basic Services?**

- Provide staff with tools for more efficient service delivery (GPS/trash/snow removal) **(9)**
- Increase garbage and recycling programs/ways to compost **(9)**
- Consolidation/shared services of parks and recreation **(7)**
- Better service/enhancements for neighborhood/city police **(4)**
- Consolidate HR services and provide strategies **(3)**
- Enhance programs and public services for child safety **(3)**
- Proper working equipment - too much outdated equipment**(3)**
- Set aside funds for social services **(2)**
- Effective evaluations of programs and projects to see what is and is not working **(2)**
- Consolidate departments and tasks **(2)**
- Facilitate ways to contact city for informant and feedback, utilize social media, customer service **(2)**
- Increase public transportation to outer neighborhoods with more direct routing **(2)**
- Increase coordination between city department - team building **(2)**
- CMHA - Better service and communication **(2)**
- Clean, livable spaces **(2)**
- Address the needs of youth (16-25), more efficient services, public safety
- Basics for residents should be taken care of with their taxes
- CMHA - City in accord with Section 3
- Improve health clinics and access for those without insurance
- Better and more routes for transportation to employment
- All departments should evaluate/measure if effective; if not, make changes
- More training services and new ways and skills brought forward
- Streamline departments
- Utilize and support 591-6000; support for several more years until more have access to internet
- Use technology to improve services – such as fleet, GPS Routing, gas consumption, fuel efficient vehicles
- What is the return on investment for each city department?
- Coordinate neighborhood services to get better pricing with cooperative neighborhood initiatives
- More money for those that provide actual work
- Listen more to worker input
- Reassess placement of departments and services
- Measure services effectiveness - results vs. action
- Facilitate zoning permits and variances for more user-friendly
- Increase professionalism

- Develop business plan for administration for services to define and set priorities and include measurable goals
- Insist upon and use Best Practices
- No outsourcing
- Police funding based on results
- Institute audits of service needs and then match delivery
- Publish maintenance schedules to notify citizens of verified work
- Healthcare issues (dental)
- Teacher and care provider training with regards to law enforcement
- Enforce existing codes
- Ensure equitable health services through all neighborhoods
- Legal representation – tenant/landlord issues available to public at low or no cost
- Parks that are available to ALL residents of ALL ages
- Libraries
- Engage and motivate volunteers to help elderly and youth
- Recreation centers to have more positive programming for youth
- Well functioning health services in all neighborhoods - healthy people cost less; more workers/less sick days/healthy children can study, play, and engage in more activities
- Maintain quality water/sewer system
- Do not mind paying for trash collection
- Community grocery stores to eliminate food deserts
- Downsize similar departments
- Look at WHY people don't ride the bus and make improvements from that
- Community advisory board as a watch dog
- Proper communication of electric aggregation
- Education upgrades
- Negotiate/review union work
- CNAS - Community Neighborhood Action Strategies
- Adopt technological advances aggressively
- Maximize use of existing paperwork data to streamline paperwork
- Get out of human service funding
- Enforce sidewalk repair in front of homeowners
- Post budget on city website
- Accountability matrix
- Maintain equipment
- Bring back master gardener and water for green space
- Drugs/prostitutes
- Better marketing of human services for middle class
- Build public consensus on what is basic service
- Measure/evaluate effectiveness of employees and current measures

- Purchase equipment best for the jobs
- Internet available for all
- Revenue comes from jobs more of them means more money to city
- Decrease port authorities in lower Price Hill
- Revitalize industrial park in Camp Washington
- Work for vouchers (CMHA)
- Streamline permit application process
- Summer bus fare for to ride
- Start year round program for jobs for unemployed families
- Parents should be able to chastise their children without threat of jail act
- Highway maintenance
- More services with better hours
- More options for free transportation for elderly and seniors
- Lower prices for access and higher amount for food stamps
- Limit prescription drugs
- No cut back on fireman or police
- Hire more police
- Better leadership for the finance committee

### **What's missing from the list?**

- Discuss more concrete ideas regarding the budget and consider future **(2)**
- More holistic **(2)**
- Diversity - includes people of all races and women
- Greater push for tolerance for diversity in the City and in City leadership (this is improving)
- Good jobs for all
- Diverse neighborhoods
- Reduce subsidized housing funding - upscale, middle, and lower income
- Universal fee for all parking
- Get rid of brochures
- Address drug and prostitution issue
- Natural assets need to be leveraged
- Legalize drugs
- Look at willingness of the public to pay more to the services they want
- Walk away with strategic priorities
- Emphasis on long-term planning
- How can park board use assets to generate economic vitality and revenue opportunities
- Don't lose sight of what we have
- Build on vision and keep valuable gems
- Provide balanced mix of city services and infrastructure
- Our politics are what's best for Cincinnati
- Ideas looked at how they relate to each other
- Implement plan and hold self accountable (timeline, etc.)
- Council work with administration to establish priorities
- Help our policy makers understand how special interest fit into bigger picture
- Don't wait till the last minute, get the ball rolling
- Look at the input and have the city start promoting Cincinnati and getting people back
- Role of education and importance in supporting it
- Promote idea among citizens to be greatest living Cincinnati
- Don't get caught up more in the process than implementation
- Not just another talking exercise
- Recreation programs
- Balanced tax base
- Housing for seniors
- Recycling
- Human services

## **Appendix C – Facebook Page Comments (As of April 23, 2012)**

### **What do you depend upon Cincinnati City Government to do?**

- To promote the health of Cincinnati residents by supporting our health centers, parks and recreation centers.
- Keep the city clean; promote the health of all Cincinnati residents by supporting the neighborhoods and support services.
- Continue public services (water, sewer, garbage collection, park maintenance, etc.) and continue to support health centers and attract businesses to the Cincinnati area.
- Keep the city safe, clean and welcoming.
- I'm proud that our city supports human services - saying that we want to advance economic development but not leave those in need behind.
- To adequately manage and relocate City budget to:
  - Create collaborations important and necessary disaster safety measurements and strategies for the local community. For example: a reopening and reutilization of the now officially unused Cincinnati Subway stations, as an organized form of temporary Tornado/disaster shelter for communities without basements would be a really good idea.
  - Support local, new, green, and upcoming small businesses, which in return increases city revenue.
  - Locally tax successful corporations and business adequately, tax reward them for job-creation and their environment conformity.
- Don't forget human services.
- Support growth; provide services that make the city appealing to good workers and job creators. Get rid of excess government junk but reroute those funds to things that will create a lasting effect (eg. multimodal transit and education).

**From your perspective, how does/should the City support Thriving and Livable Neighborhoods?**

- For me knowing I live in a safe community is important, I like the cops who get out of their cars and actually walk around the neighborhoods or cruise slowly and talk to people. I believe feeling safe where you live/work is the first step toward being a thriving community and attracting more local businesses to this area.
- Safe, friendly to families, seniors, YPs, all our residents.
- I live in South Fairmount. Where the Lick Run Project is going to eventually begin (EPA mandate, part of 1972 clean water act). Some of the buildings that are slated to be torn down are now boarded up. It would be a wonderful for those buildings to be torn down. It would eliminate a place for drug dealers to hide, and hopefully bring down crime in the neighborhood. Also it would look better than seeing a bunch of boarded up buildings. It would make the neighborhood less depressing and would I believe allow people to have a better vision of the changes that will eventually take place over the next few years.
- My family and I have lived in North Fairmount for over 25 years and witnessed our community's decline due to absentee landlords. Recently a new water park replaced the swimming pool that was closed because of budget cuts. I am asking our city leaders to please invest more of our tax money to rehab and build affordable housing to attract working class families. Thanks.
- The Pleasant Ridge Community Pool and all other community pools provide a wonderful gathering place for citizens of all ages and incomes. Our pool is essential part of the community where children and adults learn to swim, where everyone plays, and where the Piranhas swim miles and miles every summer afternoon. Please continue to fund this valuable Cincinnati resource.
- I live in the Clifton-Avondale community and it would be great to know that the City Council CARES more about its PEOPLE than animals. While it is great that we have the GREATEST Zoo in America, we should not forget our seniors and youth and the very young who make up this community.
- I cannot believe that this is even a question. We need to protect the Museum Center, Music Hall, and know that if we lose these entities we will be left with Stadiums. They may provide profit (oh no, actually they don't) but we will lose what makes this city special. This architecture cannot be replaced.
- In addition to the typical stuff everyone already wants from the city, I would love to see bike lanes, and maybe some education to tell people they aren't allowed to run anyone on a bike over. A more bike friendly city would be great for the people that actually live in or around the city vs. the people who just drive there to work or for a reds game.
- Project - the streetcar! To prove it's something people would use or not, just dress up the metro and have it run that route and check out the ridership numbers. If anybody still thinks it's a good idea, do that. But why go to the astronomical expense of laying track and running lines and then to have to maintain them? Not at all feasible. It will never pay for



itself. Don't add more burdens on the taxpayers than what we already have - like the stadium - why are we paying for someone else to make a profit off of?

- I live in West Price Hill; there are 17 Sec 8 homes on this street. But the bigger issue is the abandon homes. 1404 Manss has lead poisoning and kids broke out the windows. The junkies are going in and out of it. It's pathetic also 1409 Manss same thing and worse. Drug dealers make their sales in front of these empty houses. I am surrounded by them.
- The City needs to spend money on our streets. I live on the West side and Harrison Ave is tearing up my car. I live on a street off of Harrison so I cannot avoid it. Take a look at Ferguson Road, Queen City Ave, etc. It looks like no one cares about this side of town.
- Preserve our great heritage through our landscapes, parks, and structures. Stabilize our historic buildings, don't demolish the solid ones. Strategically invest in our neighborhoods beyond the CBD.

## **Appendix D – Wiki Comments (As of April 23, 2012)**

### **General Comments**

- I would like to see Public Services receive more of our city's dollars. If the city looks terrible, how are we supposed to attract more residents & businesses? I feel that we need to provide our city departments whether they are the Health Department (i.e. trash, tall grass, unsightly properties, etc.) or Building & Inspections (property maintenance, zoning issues, etc.), with more inspectors to make sure that various problems around the city are addressed, i.e. vacant buildings, properties that are used for activities that are not zoned for those activities, absentee landlords not maintaining their properties, going after banks for not maintaining foreclosed properties, so on & so forth. We need to maintain our streets better, repaving, potholes, litter pickup. etc.
- So this is how we engage in a conversation. I would like participate. My discussion point is whether a political process will ever take funding away from a low or even lowest priority budget. My view is that city government should provide essential services in the most cost efficient way. Contracting those services out avoids the problems of politicians paying off constituencies with jobs and greater than market compensation. How does the cost of garbage disposal by municipal workers compare with contracted services? Police and fire services are high priority to me. We will hear cries for the need to support the arts, but isn't this a low priority that needs to be cut to continue high priority activities without raising taxes or creating deficits? What about the projected operating deficits for the streetcar? How could that be a priority to be funded when we look at priorities?
- I attended the session at Dunham Recreation tonight. Very educational. I learned a lot from the interesting and concerned cross-section of people from the central and west sides of the city that attended. If this is the site for keeping updated on the PB process, how do participants learn to navigate here and keep inputting to the process? When is the date when citizens get to see this site start filling out with what we are sharing? I hope there will be sessions for learning how to use this site and understand the data? We no longer have the luxury of throwing money at problems, now we have to get down to using citizen/taxpayer/volunteer involvement, citizen/taxpayer/volunteer suggestions and citizen/taxpayer/volunteer innovations. Make this site as proactive and inclusive as possible!!!!
- As part of any city budget, economic development must be addressed to grow our tax base. I feel that we often prioritize our development dollars by who has the shiniest presentation or can promise more jobs jobs jobs. I think that we should make much more careful decisions before giving our tax dollars away. Focus on existing neighborhoods, and existing buildings. Rehabilitate our existing infrastructure rather than "create" new greenfield sites. Invest in rehabilitating existing homes and streets, rather than finding an empty hillside for the next CitiRama. We have a tremendous built environment here in the city. Let's prioritize its reuse rather than pay for it to end up in a landfill.
- The Cincinnati Recreation Centers and especially the city pools are a priority for me. June 2011 was so hot and so many people do not have access to resources. Additionally, this is a wonderful asset to our community for people of all ages and incomes.

- Some general thoughts: First, the "city budget" is comprised of two things: revenue and spending. We CAN and MUST increase revenue to keep our spending where it needs to be. Any company knows this; why not govt. officials? And no, I'm not talking about raising taxes. (Though restructuring the city tax code so that the very poor do not pay the same rate as the very rich would be ideal.) We need to increase our business and person population to improve our economy, and thus increase our tax revenues to then support our citizens. There are over 100,000 people who drive INTO the city to work every day, but don't live here, shop here, or pay taxes here. We need to change that by convincing people to move into the city. This is best done through offering the necessary services people need, as well as the environment and infrastructure people want. Every expenditure that offers a return on investment should be considered necessary to our growth and sustenance as a city. For example, lowering crime (and the perception of crime), offering clean neighborhoods, clear air, adequate health services, and adequate parks, recreation, and entertainment all entice residents to live here. Keeping a vibrant economy and growing jobs are important to growing revenue. Maintaining our infrastructure--our roads, parking structures, bike lanes/paths/trails, public transit, and the soon-to-be-built rail/streetcar lines are important to residents. 21% of city households do not even have ONE car, let alone two or three, and this number is sure to increase as younger and lower-class citizens are deciding the increasing cost of owning a car (estimated at close to \$10,000 a person) is not worth it. We need sustainable transportation to attract residents and development (for ex: a 15:1 return on investment in terms of development dollars is expected for the streetcar). Businesses grow not by cutting spending, but by INVESTING, and it's my view that the city should do the same.
- Some specifics. Budget increases: Boost budgets for departments that are making money, such as OEQ. Invest into area road, bus, and rail infrastructure. Promote economic development organizations. Budget decreases: Consolidate redundant departments and offices to save on bureaucratic inefficiencies. Sell city assets, such as land and parking lots that sit vacant and do not make the city money. Reduce driving/car allowances for city employees to only what's necessary (for ex.: increase the number of police officers on foot). Reduce paperwork costs by moving more to a fully internet-based form system (permits, etc.). Reduce bureaucratic costs by removing "red tape" associated with outdated laws (i.e., permit process or liquor license laws). Contract out some city services to professionals who can do a better job. Ask for more citizens to volunteer with activities that relieve the city's burden, such as Neighborhood Watch/Patrol (eases burden on police) or Cleanup events (eases burden on Litter Control and others).
- I would like for the City to put 15 mph speed limit signs in its residential neighborhoods for the safety of our children. I would also like to see a branch of the CAA open on the west side so we don't have to go all the way to Bond Hill for service and appts. We also need the Police Dept (District 3) to stop acting as if Price Hill is so terrible. To respond to calls faster and treat the neighborhood with more respect. East and West Price Hill are still nice; there are just some bad blocks. Thank you kindly for your ears and time.

- When the city had a population of 550,000 to 600,000, there was a need for 9 council members. Now that we are down to 300,000 residents, I believe that there should be a reduction in council members. Also, I think that the city should be divided into districts with council members representing those districts. As a community council president, it would be easier to have direct lines of communication to the council members, each council member would be familiar with their district and as a resident, it would make me feel more secure in communication with one person than having to email all the council members & hope that one of them responds.

## **Public Safety**

- The problems with the police that caused the riots don't seem to be as much of an issue. So continue pursuing strategies that reduce crime but don't paint all black people, or all people who are alike in some superficial way, as either just having committed or just about to commit a crime. Continue pursuing strategies that discourage large groups loitering, just this evening as I was returning home I had to tell 4 young people to stop standing in front of my house.

## **Sustainable Built and Natural Environment**

- I hope the City will provide increased support in this area because it promotes health, especially child health. Asthma is the number one reason children miss school and is often associated with hazards in the home caused by water leaks and excess moisture. Code enforcement helps a neighborhood and its children.
- This is probably an area that is best saved for last, if there is anything left in the budget after issues of employment, development, and public safety is taken care of. The previous council kept going on and on about bike trails, so while trees and grass and such are good, especially as it relates to vacant land that is not being redeveloped, there are more important, pressing things to address.
- Why does everyone think "sustainability" is JUST about the environment? The principle of sustainability is to SUSTAIN our world--our people, profits, and planet. Thus, sustainability should really be a focus of EVERY city dept. and budgeting decision. It's a shame that it's not.
- Those that think budgeting for environmental services should be low priority need to look up the term "return on investment." Of course, some "green" expenditures are actually fiscally unsustainable. But the city should be committed to bettering our neighborhoods, and that includes providing the parks, bike trails, and other "green"ery people demand. Promoting practices that limit pollution betters the health of our citizens and cuts medical expenditures dramatically. (Why do you think our medical costs are so high compared to other areas of the world?) And promoting sustainable transportation infrastructure--bike lanes, public transit, and hopefully soon a comprehensive rail system--not JUST betters our

environment. It limits our dependence on foreign oil, oil that is costing us more money every day. The Office of Environmental Quality NETS the city profit. It literally MAKES money through reduced energy consumption (\$), recycling revenues (\$), and the like. Why not expand the Office, increase our investments, better our citizens' lives, and make the city even wealthier?

## **Facilitate Commerce and Jobs**

- I would like to see any tax incentives offered by the city be tied to job creation. In the past, the companies get the tax breaks, but don't create the jobs. Instead, if the companies don't make the hires, they don't get the tax breaks. Also, the tax breaks should only apply when the person hired was previously out of work. Additionally, I would like to see any tax incentives offered to new and/or growing businesses, only be available to companies willing to locate in neighborhoods that currently don't have viable business districts. Some neighborhoods have more businesses than they need, so any business that wants to locate in one of those neighborhoods should have to fully self-finance, with no tax breaks or incentives from City Hall. Example: Hyde Park. How many more new businesses does that neighborhood really need? Anyone who wants to start a business there shouldn't get any help from the city to do so.
- I agree that tax cuts to stimulate job growth are a good idea. We also need to ease development restrictions through new zoning and code laws, and that is finally beginning to happen. But your second comment is confusing to me. I am a commercial real estate agent, and I can tell you businesses are most successful in business districts, where they get the most visibility because that's where people think to GO for businesses. If there were areas of the city that "have more businesses than they need," I would agree, but within city limits I just can't think of any places where we SHOULDN'T promote a thriving business district. Besides, how many businesses a district "needs" will be controlled in the end by the market.
- Hyde Park has a strong business district, true. But it's also easily accessible from strong area neighborhoods. More businesses are likely moving in because of the strong income demographics nearby. I'd rather the market dictate which neighborhoods have too many businesses than our city officials, though. Lease rates will adjust to supply and demand and the market will balance. If there are too many businesses, then the best ones will survive.

## **Governance and Civic Leadership**

- Since it not possible to electorally seat a City Council that accurately reflects the economic and racial demographics of the city's population, I would like to see an oversight board appointed that actually reflects the city's population; so that means people who are working class and poor, not just highly educated professionals, and people from all the races that currently live in this city. I have noticed that most neighborhoods are ignored by the city since all of the people on council usually come from a few city neighborhoods, and always

the same ones, that usually have a disproportionate amount of highly educated white professionals. A board of maybe a few dozen community members who can bring up issues that are not on the radar of City Council can do a lot to make sure that neighborhoods like the ones in the Mill Creek Valley, the predominantly black neighborhoods, and the northeastern neighborhoods where council members don't usually live can still have their issues addressed.

- Also, the City Council needs to do a better job of advocating for us with decision-making groups whose decisions affect us, but that City Council has no control over, and the people making the decisions are either unelected, or are elected by people who don't live in the City. That would include board members of large companies, people elected to countywide office, members of the General Assembly and Congress who aren't elected by us but cast votes that affect us, and suburban power brokers who stand in the way of the city being fully integrated into the region, whether it be city residents who want to move to the suburbs, or city residents who simply want to work or shop in the suburbs but don't have private transportation to access the suburban resources.